



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012  
 (213) 974-1101  
<http://cao.co.la.ca.us>

DAVID E. JANSSEN  
 Chief Administrative Officer

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June 15, 2005

To: Supervisor Gloria Molina, Chair  
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From: David E. Janssen  
 Chief Administrative Officer

**FUNDING WITHIN FISCAL YEAR 2005-06 BUDGET FOR SHERIFF'S DEPARTMENT  
 RECRUITMENT AND TRAINING PROCESS AND MULTI-YEAR RESTORATION  
 PLAN FOR UNINCORPORATED PATROL AND DETECTIVE (AGENDA ITEM NO. 17  
 OF JUNE 20, 2005 -- BUDGET DELIBERATIONS)**

On May 10, 2005 your Board instructed the Chief Administrative Office in coordination with the Sheriff's Department to provide a report on:

- 1) Additional resources necessary in FY 05-06 for expediting the recruitment and training process. All creative methods should be deployed including consideration of a pilot program which would utilize the services of 120-day retirees and provide sign-on bonuses to employees who sign-on recruits who successfully complete the academy; and
- 2) A multi-year restoration plan for unincorporated patrols and detectives similar to what the Board has done with re-opening of jail beds. The report should consider, among other factors, response times and population growth.

### Background

On December 9, 2004, in response to the Sheriff's Master Plan for reopening the Custody Division, the Chief Administrative Office recommended, and your Board approved, \$3.2 million in funding to enhance the Department's training and recruitment efforts in fiscal years 2004-05 and 2005-06. Funding has allowed the Department to schedule thirteen academy and five Custody Assistant classes between July 2004 and March 2006 to meet staff requirements to reopen Pitchess Detention Center East, North, and South (North Annex), as well as NCCF and Twin Tower II, 3<sup>rd</sup> Floor. Although the Department requested \$9.7 million in funding for recruitment and training within their Master Plan, our office recommended \$3.2 million in funding.

Given the Board's interest in increasing the percentage of time served by inmates in the County jails, our office requested during the proposed budget phase, that the Sheriff develop a plan to reopen Century Regional Detention Facility (CRDF) as a women's jail facility and backfill the beds vacated at Twin Towers II, from the shift of women inmates to CRDF, by the end of 2005-06. In response, the Department requested, and our office provided, \$18.9 million in funding and set aside \$40.6 million in a designation to restore 2,127 jail beds by the end of 2005-06 and 569 additional jail beds in 2006-07.

### Recruitment and Training

In the 2005-06 proposed budget, our office authorized 464.0 sworn positions. During final changes, we authorized 34.0 additional sworn positions. During the month of May, the Department had 869.0 sworn vacancies. The Department estimates their sworn attrition rate is 37.0 personnel per month, or 444.0 per year. Given the above, the Department has nearly 1,000 deputy sheriff vacancies requiring attention in order to successfully and timely implement the restoration of the jail facilities. As a result, the Department is indicating additional resources, totaling \$5.9 million, are needed in the area of recruitment and training.

### Additional Resources

Additional resources are needed in the following four (4) areas:

- Funding and personnel for advertising and recruitment events.
- Personnel to complete background investigations.
- Personnel to complete Professional Staff examinations.

- Funding to participate in the County's Emancipated Foster Youth Worker Program to address departmental vacancies in the Facilities Services Bureau and Personnel Administration's Pay and Leave Management Unit.

<b>RECRUITMENT AND TRAINING</b>		
<b>PROGRAM</b>	<b>POSITIONS</b>	<b>TOTAL</b>
Recruitment Campaign	8.0	779,000
Advertising & Recruitment	-	1,000,000
One-Time Costs	-	72,000
<b>Subtotal</b>	<b>8.0</b>	<b>\$1,851,000</b>
Pre-Employment Unit	27.0	2,692,000
One-Time Costs	-	221,000
<b>Subtotal</b>	<b>27.0</b>	<b>\$2,913,000</b>
Professional Staff Exam Unit	10.0	719,000
One-Time Costs	-	20,000
<b>Subtotal</b>	<b>10.0</b>	<b>\$739,000</b>
Foster Youth Worker Program	15.0	457,000
One-Time Costs	-	30,000
<b>Subtotal</b>	<b>15.0</b>	<b>\$487,000</b>
<b>TOTAL</b>	<b>60.0</b>	<b>\$5,990,000</b>

#### Pilot Programs

The Department indicates they are currently reviewing the concept of hiring 120-day retirees and providing sign-on bonuses to attract qualified applicants to join the Department, or reward current employees who successfully recruit a new deputy. Therefore, a request for additional funding for these efforts was not submitted to our office.

Our office is also researching these recruitment strategies. We plan to survey other law enforcement agencies to discuss their experience with retirees and bonuses for deputies, and will be considering: (1) their experience with these strategies; (2) how long the process has been in place; (3) how much do they currently offer as a reward or sign-on bonus; (4) what are the results of these various recruitment strategies and if they have proven to be successful; (5) how

rewards/sign-on bonuses fare in comparison to advertisement or word-of-mouth;  
and (6) which strategy results in the best candidate.

#### Recommended Additional Resources

Of the Department's \$5.9 million request, we funded the Recruitment Campaign and Pre-Employment Unit at \$1.7 and \$2.9 million, respectively. We did not fund the Professional Staff Examinations Unit or Foster Youth Program because these techniques/programs do not directly support the recruitment and retention of sworn personnel. In sum, based on our review of the Sheriff's request, we recommended during final changes that your Board allocate \$4.6 million in additional funding to expand the Department's recruitment efforts to fill vacancies created in custody and unincorporated patrol. We also stated we will recommend the redirection of these funds out of the Administration Budget in Fiscal Year 2007-08, in order to fund unincorporated patrol deputies as the vacancies in custody are filled. In addition, several recruitment, retention, and organizational processes must be in place to ensure the Department overcomes the recruitment challenges facing many law enforcement agencies nationwide. We will continue to work with the Department on their recruitment plan to ensure resources are utilized in the best manner to recruit and retain qualified applicants.

#### Special Training Fund

Our office also reviewed the feasibility of using the Department's Special Training Fund to fully fund or partially offset their needs in recruitment and training. However, we have determined that the Special Training Fund is not an appropriate or stable funding source for the department's recruitment efforts. The fund is used primarily to provide supervisory training to first time sergeants and leadership training to lieutenants. In addition, it is used to offset the costs associated with special training/classes provided by outside agencies. The fund generates approximately \$1.0 million in ongoing revenue and the Department expends approximately \$300,000 – \$400,000 per year. While we strongly encourage the use of special funds to address departmental needs, we have determined that the Special Training Fund is more appropriately used for one-time rather than reoccurring expenditures such as these.

#### Multi-Year Restoration Plan

The Sheriff has requested \$20.8 million in order to implement the multi-year restoration plan for unincorporated patrol and detective as outlined below.

<b>PATROL AND DETECTIVE RESTORATION PLAN</b>		
<b>PROGRAM</b>	<b>POSITIONS</b>	<b>TOTAL</b>
Unincorporated Patrol	55.0	5,847,091
Services & Supplies – Ongoing	-	110,000
Fixed Assets	-	887,235
<b>Subtotal</b>	<b>55.0</b>	<b>\$6,844,326</b>
Detective	27.0	2,979,000
Services & Supplies – Ongoing	-	79,000
Services & Supplies – Onetime	-	658,000
Fixed Assets	-	921,000
<b>Subtotal</b>	<b>27.0</b>	<b>\$4,637,000</b>
Town Sheriff	15.0	1,528,270
Services & Supplies – Ongoing	-	30,000
Fixed Assets	-	739,363
<b>Subtotal</b>	<b>15.0</b>	<b>\$2,297,633</b>
Reserve Coordinators	20.0	2,037,693
Services & Supplies – Ongoing	-	40,000
<b>Subtotal</b>	<b>20.0</b>	<b>\$2,077,693</b>
Sergeants	33.0	4,366,360
Services & Supplies – Ongoing	-	66,000
Fixed Assets	-	542,199
<b>Subtotal</b>	<b>33.0</b>	<b>\$4,974,559</b>
<b>TOTAL</b>	<b>150.0</b>	<b>\$20,831,211</b>

The Department proposes a three-phase approach to restoring the 150.0 patrol and detective positions identified above: Phase I – staff unincorporated patrol; Phase II – staff the detective division; Phase III – staff patrol infrastructure. However, due to existing vacancies, anticipated attrition, and the priority of filling vacancies within custody, the Department indicates the earliest they can begin their restoration plan is Fiscal Year 2007-08.

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Recommended Patrol and Detective Restoration Plan

Our office is currently reviewing the Department's restoration plan and our focus will be on direct law enforcement services and investigative activities and their impact on population growth and response times. However, in the interim, we have recommended during final changes that \$13.7 million be set aside in a designation which the department may access in Fiscal Year 2007-08 to address their unincorporated and detective restoration plan. As previously mentioned, we also recommended that the \$4.6 million allocated to the Department for recruitment is redirected out of the Administration Budget in Fiscal Year 2007-08 in order to fund unincorporated patrol deputies as vacancies in custody are filled.

Please let me know if you have any questions, or your staff may contact Debbie Lizzari, at (213) 974-6872.

DEJ:SRH:DL  
RG:SW:RY:alc

c: Sheriff Leroy D. Baca  
Executive Officer, Board of Supervisors

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